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STATE OF MONTANA EMPLOYEE SAFETY PROGRAM

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DEVELOPED BY
THE RISK MANAGEMENT AND TORT
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AND

THE LOSS PREVENTION DIVISION
STATE COMPENSATION
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OFFICE OF THE GOVERNOR

STATE OF MONTANA



MARC RACICOT
GOVERNOR

STATE CAPITOL
HELENA, MONTANA 59620-0801

Dear State Employees and Supervisors:

In 1993, the Legislature passed Senate Bill 163, the Montana Safety Culture Act. This important legislation was designed to reduce occupational injury and illness in Montana's work places, including state government, by promoting safety.

Each year, work accidents cause untold suffering and financial loss to state employees and their families. Many of these losses or injuries could have been prevented. State agencies continue to spend millions of dollars annually for workers' compensation insurance and liability premiums. Medical expenses and time loss compensation payments are draining tax dollars from much needed services and programs.

As Governor, I am concerned for the safety, well being, and protection of state employees from accidents and health hazards. State employees are our most valuable resource, and protection of these employees must be given highest priority. This administration recognizes its obligation to provide the safest possible working conditions for its employees.

By this notification, I am officially establishing the State of Montana Employee Safety Program. The Department of Administration and the State Compensation Insurance Fund have developed these guidelines to assist agencies in developing a systematic and organized approach to safety that will reduce the conditions and practices which often precede employee injury or tort liability.

If safety is to have any priority, state managers must create it. Managers and employees must be held accountable for losses which could have been prevented or controlled, but weren't. ACCIDENTS DON'T JUST HAPPEN. THEY ARE CAUSED!

I personally encourage every agency to become familiar with this document and to comply with the responsibilities and guidelines as outlined.

SAFETY IS EVERYBODY'S RESPONSIBILITY!

Sincerely,

A handwritten signature in cursive script that reads "Marc Racicot".

Marc Racicot
Governor

INTRODUCTION

The State of Montana Employee Safety Program was developed by the Risk Management and Tort Defense Division (RMTD), Department of Administration, for use by all state agencies.

The concepts explained in this manual have proven effective in reducing the frequency and severity of occupational accidents, injuries, and illness. These guidelines will also assist agencies in managing other types of losses. Each agency should use these model guidelines to implement specific employee safety policies and procedures based upon resources, hazards, and risks and tailored to fit the needs of its operations.

Sections II through VII of this manual contain guidelines which are mandatory under the Montana Safety Culture Act (§39-71-1501 through 1508, MCA) and Department of Labor and Industry administrative rules. All other sections contain additional guidelines which are recommended to further assist agencies in reducing work injuries. Throughout this document, the terms "shall", "must", or "require" denote mandatory provisions of statute or rule. The terms "should", "may", or "recommend" are used to describe optional, albeit important, guidelines in establishing a safety program.

The Department of Administration gratefully acknowledges the assistance and guidance provided by the State Compensation Insurance Fund (State Fund). Much of the material contained herein was developed from the State Fund Loss Prevention Guidelines. Additional copies of this manual are available from RMTD upon request.

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ABOUT THE MONTANA SAFETY CULTURE ACT

Overview

In accordance with §39-71-1505, MCA, the Department of Labor and Industry has responsibility to set forth the requirements/rules that employers must meet to comply with the provisions of the Montana Safety Culture Act. These rules define employer requirements for implementation of safety programs to reduce the incidence of occupational injury and illness by promoting safety in the work place.

In addition, the State Fund is required by statute (§39-71-1506, MCA) to notify all policyholders of the type of safety consultation services available and the location where these services may be requested. Agencies who fail to establish and implement employee safety programs are subject to higher workers' compensation premium assessments.

The guidelines provided in this manual are intended to comply with Department of Labor and Industry rules. Key provisions of these rules are summarized below. Agencies with more specific questions should contact the Employment Relations Division, Department of Labor and Industry or the Risk Management and Tort Defense Division, Department of Administration.

Core Program

As required by ARM 24.30.2521, every public and private employer, regardless of the number of employees, shall establish, implement, and maintain an educational-based training program which shall at a minimum:

- Provide: each new employee with a general safety orientation containing information common to all employees and appropriate to the business operations before the employee begins his or her regular job duties.
- Provide: job or task-specific training appropriate for employees before they perform that job or task without direct supervision.
- Offer: continuing, regular, refresher safety training, including periodic safety meetings.
- Provide: a system for employers and employees to develop an awareness and appreciation of safety through tools such as newsletters, posters, safety meetings, safety incentive programs, etc.
- Provide: periodic self-inspection for hazard assessment when the safety program is implemented, new work sites are established, and thereafter as is

appropriate to agency operations, but at least annually.

- Include documentation of performance of activities listed above.

Additional Requirements

As required by ARM 24.30.2541, all agencies having more than five employees must have a comprehensive and effective safety program. In making the determination of employment levels, the agency shall count all regular, temporary, leased, and seasonal workers under the agency's direction and control.

This rule applies wherever there are more than five employees, and continues in effect until the number of employees is less than six for three consecutive months. This comprehensive and effective safety program must include all of the mandatory elements contained in ARM 24.30.2521 and must also include but is not limited to the following:

- Policies and procedures that assign specific safety responsibilities and safety performance accountability.
- A Safety Committee composed of employee and employer representatives that holds regularly scheduled meetings.
- Procedures for reporting and investigating all work-related incidents, accidents, injuries, illnesses and known unsafe working conditions and taking corrective action.
- Safety committee activities that assist the employer in fact finding and reporting.

SECTION I

SAFETY PROGRAM ASSESSMENT, GOAL SETTING, AND PLANNING

Developing and implementing an effective employee safety program requires time, resources, and commitment.

Adequate research, assessment, planning, and goal setting during initial stages of employee safety program development are essential. This preparation helps assure efficient development and implementation of an effective program.

1. Agency personnel assuming the responsibility to develop and implement the program should initially familiarize themselves with the guidelines and concepts contained in this manual.
2. Agency management should conduct an initial assessment of existing employee safety programs by comparing what is already in place to the concepts and procedures discussed in this manual.
3. Agency management should establish goals and target dates to identify what they want their employee safety program to accomplish.
4. Plans should be made to develop and implement an employee safety program which will achieve the desired results or goals. These plans should list items targeted for improvement, what needs to be done, assignment of responsibility, and target completion dates. An action plan form to assist this process can be found in Appendix A.

SECTION II

ASSIGNMENT OF AUTHORITY, RESPONSIBILITY, AND ACCOUNTABILITY

For an agency safety program to progress into a well implemented and maintained loss prevention program, it is essential that proper authority, responsibility, and accountability be established by management. Each agency must develop policies and procedures that assign specific safety responsibility and safety performance accountability (ARM 24.30.2541).

All individuals—whether agency management or employee—must know their responsibilities and that they are accountable. Adequate authority and resources must be delegated to meet assigned responsibilities.

1. Agency management's commitment is the most important element of an employee safety program because the remaining elements will not be implemented or maintained unless management is strongly committed.
 - Management should set a good example of safety by adhering to safety rules and participating in safety activities.
 - Management should monitor its employee safety program on a periodic basis to assure continued effectiveness.
 - Management should consider creating a full-time safety director position where agency size and risks warrant. If this is not possible, management should designate an existing position to serve as the agency Safety Coordinator. The duties of a Safety Coordinator are provided in Appendix C.
2. As recommended by ARM 24.30.2541, authority, responsibility, and accountability should be conveyed (communicated and accessible) to supervisory and staff members in written form such as job or position descriptions and performance evaluations and include the following:
 - A statement of top management commitment to the safety program. (A sample policy statement is included in Appendix B for agency use.)
 - Mechanisms for encouraging and motivating employee involvement in the safety program (See Section XIII).
 - A summary of safety responsibilities for managers, safety personnel, supervisors, and employees. (A sample statement of safety program

organization is found in Appendix C.)

3. All agencies having more than five employees must have a comprehensive and effective safety program which consists of a Safety Committee (ARM 24.30.2541). The composition and function of Safety Committees are discussed in Section III.
4. Employees also are responsible for occupational safety and health. Agency management should inform employees of these responsibilities by preparing general safety rules and safe operating procedures and by conducting training.

SECTION III

SAFETY COMMITTEES

The Department of Labor and Industry has not yet developed rules pertaining to the composition and function of safety committees and is working with the National Labor Relations Board to clarify this issue.

The Department of Administration will forward guidelines to state agencies as additional information is made available.

SECTION IV

EMPLOYEE TRAINING

A number of benefits are derived from relevant employee training. As required by ARM 24.30.2521, each agency must establish and maintain an educational-based training program which shall at a minimum:

1. Provide new employees with a general safety orientation containing information common to all employees and appropriate to business operations before they begin their regular job duties (ARM 24.30.2521).
 - Every new employee must complete an orientation process prior to starting work. The Department of Labor and Industry recommends that this orientation contain both oral and written instruction and include, but not be limited to: information on accident and hazard reporting, emergency procedures, fire safety, first aid, personal protective equipment, and work site hazards (ARM 24.30.2521).
 - A new employee orientation and training checklist may be utilized to assist a supervisor in providing complete training to a new hire and to document actual orientation, training, and observation procedures. A sample new employee orientation and training checklist is provided in Appendix D.
2. Provide job or task specific safety training appropriate for employees before they perform that job or task without direct supervision (ARM 24.30.2521).
 - After initial orientation, safety training must be provided for new employees before they perform that task unsupervised. Training should begin with an overview of operations in general and then become job and task specific. The Department of Labor and Industry recommends that training be conducted by personnel knowledgeable of the task being trained (ARM 24.30.2521). Training may include a job observation by a supervisor to assure proper work procedures are being followed by a new employee. (See Section V for additional information on how to conduct a job safety observation.)
 - It is recommended that training topics include specific safety rules, procedures, and hazards and clearly identify the agency's and employee's responsibilities regarding safety in the work place (ARM 24.30.2521). Agencies should also consider additional training in emergency response, fire safety, first aid, personal protective

equipment, hazard identification and equipment maintenance, hearing conservation training, confined space entry, CPR training, and similar subjects.

- Agencies with specific safety problems who need consultative services and training assistance should call the State Fund (444-6440) or the Risk Management and Tort Defense Division, Department of Administration (444-2421) for further information.
3. Offer continuing, regular, refresher safety training. This training may be accomplished through periodic safety meetings or various other formats. As recommended by ARM 24.30.2521, this training should:
 - Be held as often as is appropriate, but at least annually.
 - Contain material to maintain and expand knowledge and awareness of safety issues in the work place.
 4. Provide a system for employers and employees to develop an awareness and appreciation of safety through tools such as newsletters, periodic safety meetings, posters, and safety incentive programs (ARM 24.30.2521). (Section XIV of this manual provides a list of resources which are available to promote employee and agency awareness of work place safety.)
 5. Provide training when a new program is established, employee job assignments change, new substances, processes, procedures, or equipment are introduced, or when a new hazard is identified (ARM 24.30.2521).

SECTION V

HAZARD IDENTIFICATION AND SELF-INSPECTION

There are essentially two major types of agency hazards in the work place: 1) the unsafe condition; and 2) the unsafe act. As required by ARM 24.30.2521, each agency must initiate periodic self-inspection of hazards and risks upon implementation of the safety program, when new work sites are established, and thereafter at least annually or as is appropriate to agency operations.

An unsafe condition generally refers to a tangible item in the work environment such as a walking surface, a piece of machinery, or a hand tool which is unsafe. An unsafe act usually relates to movements and work patterns of the employee which are unsafe. Both hazards must be identified and corrected prior to the occurrence of accidents for a prevention program to be successful.

1. Agency management must encourage work-site hazard reporting on a continual basis (ARM 24.30.2521). Employees must be instructed to promptly report hazards to their supervisor.
 - a. Written hazard reporting methods must be required by each agency to assure documentation of the hazard.
 - b. Timely and adequate correction of reported hazards by the supervisor must be accomplished to eliminate or reduce the exposure and to assure continued employee participation in the process (ARM 24.30.2521).

UNSAFE CONDITION

2. Formal, planned self-inspections of agency buildings, equipment, and property must be conducted at least annually or as is appropriate to agency operations (ARM 24.30.2521). The intent of an inspection is to identify hazards generated by "unsafe conditions."
 - a. Inspections may be conducted by supervisors or other designees.
 - b. Inspection checklists, inspection survey forms, or equivalent may be utilized. A sample inspection checklist may be found in Appendix E.
 - c. Correction of unsafe conditions must be accomplished as soon as possible by engineering out the unsafe condition, engineering in employee protection from the unsafe condition, requiring employee use of personal protective equipment, and incorporating effective safe operating procedures.

- d. Self-inspection results must be documented (ARM 24.30.2521). The Department of Labor and Industry recommends that this documentation include the date, time, location, description of training, list of participants (i.e., inspectors, trainers, etc.), and corrective actions taken, and be retained by the agency for three years.
- e. The Department of Labor and Industry, U.S. Occupational Safety & Health Administration, or other federal or state regulatory agencies may conduct announced or unannounced inspections to assure that state agencies comply with regulatory standards. Where feasible, agencies should have someone accompany these inspectors. Agency management must take immediate remedial action to correct identified deficiencies.

UNSAFE ACT

- 3. Formal, planned job safety observations of employees should be conducted by agency management on a regular basis. The intent of job safety observations is to identify hazards generated by "unsafe actions."
 - a. Job safety observations may be conducted by first line supervisors. Persons responsible for conducting observations should be familiar with employee movement patterns, required work activities, safe operating procedures, equipment use procedures, and applicable safety and health regulations.
 - b. Observations should be documented by use of an observation checklist, observation survey form, or equivalent and may be used in the performance appraisal process. Sample job safety observation guidelines and a job safety observation report are found in Appendix F.
 - c. Correction of unsafe actions must be accomplished as soon as possible (ARM 24.30.2521). Unsafe actions are most effectively remedied by updating written procedures, retraining, altering employee movement patterns, increasing supervision, reaffirming responsibility or, if necessary, taking disciplinary actions.

SECTION VI

ACCIDENT REPORTING AND INVESTIGATION

Accident investigation is the best method for an agency to determine why an accident occurred and what needs to be done to prevent recurrences. Each agency must develop procedures for reporting and investigating all work-related accidents, incidents, injuries, illnesses, and known unsafe working conditions and practices (ARM 24.30.2541).

Prompt reporting of an accident facilitates a rapid investigation and helps assure the timely implementation of corrective measures.

1. The Department of Labor and Industry recommends that the procedures be non-punitive and contain provisions for timely and effective reporting, thorough investigation, remedial action, documentation, signature requirements for reports, periodic evaluation of procedures effectiveness, and follow-up (ARM 24.30.2541). A sample policy is provided in Appendix G, Accident Investigation & Reporting Policy.
2. Agency management should develop an accident investigation form which, through the investigation process, identifies causative factors, determines prevention methods, and assures the implementation of the prescribed prevention measure. A sample supervisor's accident investigation report form can be found in Appendix H.
3. Supervisors, the Safety Coordinator, or the Safety Committee may be responsible for investigating all injury or illness accidents as soon as possible after they are reported. Sample investigation procedures and recommendations can be found in Appendix I.
4. Investigation results must be documented and all reports signed by appropriate supervisors and employees (ARM 24.30.2541). Results and recommendations should be reviewed by agency management and/or the Safety Committee, if applicable.
5. The Employer's First Report of Injury form must be accurately completed and sent by the agency/employer to the State Fund immediately after notice of the accident which caused loss of time from work or required medical attention.
6. "Near-miss incidents" or non-injury accidents which involve property or equipment damage should also be investigated (see Appendix J). Actions taken to correct and eliminate "near-miss incidents" will prevent more serious injury or damage.

SECTION VII

RECORD KEEPING

Record keeping is often viewed as a "necessary evil,"; however, when properly planned and organized, the burden can be minimal and the records can be valuable agency management tools. As required by ARM 24.30.2521, each agency must include as part of its safety program, documentation of performance of activities in Sections II through VI. This documentation must include:

1. Date, time, location, and description of training, inspections, and corrective actions.
2. A list of participants (i.e., inspectors, trainers, employees, etc.).
3. A system for filing and retaining records for three years.

In addition to the above requirements, it is recommended that each agency:

4. Establish and implement employee safety program record keeping responsibilities.
5. Establish and maintain an organized safety program filing system where the pertinent records can be kept. A list of suggested records is provided below:
 - a. a copy of the written agency safety program;
 - b. safe operating procedures;
 - c. new hire orientation training forms;
 - d. employee training forms (including required training);
 - e. safety meeting documentation;
 - f. inspection forms (including required inspections);
 - g. employee observation forms;
 - h. preventive maintenance & repair logs;
 - i. accident investigation forms;
 - j. employer accident reports;
 - k. workers' compensation claim forms;
 - l. hazardous communications program;
 - m. job inventories; and
 - n. accident-injury summary logs.
 - i) OSHA 200 Form
 - ii) State Fund's Employer Experience Report (CR 720A)
6. These reports and forms should **not** be considered "just a paper trail." Each should serve a purpose in the overall safety program and should be utilized as required by agency management, the Safety Committee, and employees.

SECTION VIII

SAFETY RULES–SAFE OPERATING PROCEDURES

Development of written, job specific, safe operating procedures and their subsequent use in employee training can reduce employee injury.

Written general safety rules and specific safe operating procedures help assure that employees are adequately trained prior to assuming a job.

1. An agency should develop a set of written rules covering general safety related topics. These rules should address issues which are general enough to apply to all agency employees. An example of general safety rules can be found in Appendix K.
2. In addition, an agency should develop a set of written, job specific, safe operating procedures (SOPs) for all hazardous or potentially hazardous positions in one of the following ways.
 - a. SOPs may be available from other sources such as industry associations, similar business, equipment manufacturers, or insurance companies. An agency can amend and adopt these pre-developed SOPs to fit its own operations. In some cases, agencies may need permission to use pre-developed SOPs. Examples of SOPs for public entities may be obtained from RMTD.
 - b. If no SOPs are available, an agency should develop its own. This can be accomplished through the Job Safety Analysis (JSA) procedure. To perform a JSA, the following steps may be used.
 - i. Positions should be surveyed to determine which jobs are hazardous or potentially hazardous and should have a SOP. This task is made easier by using a high risk job list worksheet. See Appendix L for an example of this worksheet.
 - ii. For each job identified as needing a SOP, a formal job safety analysis should be conducted using the JSA instructions and JSA worksheets in Appendices M. Also refer to the completed JSA worksheet for additional guidance. The result of a well conducted job safety analysis is a clear set of safe operating procedures for a particular job.

3. For convenience, agencies may use this section of the manual as an insert for safe operating procedures which are developed by supervisors.
4. SOPs should be supplemented with equipment manufacturer's recommended operating procedures when possible.
5. The developed safe operating procedures and general work rules should be implemented through orientation, training, and supervision as explained elsewhere in this manual.

SECTION IX

EQUIPMENT SAFETY AND MAINTENANCE

The right tool for the job is a basic safety and production rule.

This includes both production equipment and employee personal protective equipment. These tools and equipment must be available and properly maintained.

1. Production equipment in adequate quantity and design should be provided by agency management so that job duties can be performed safely by all employees. Safety and health should be a consideration when purchasing equipment or furnishings and designing structures and layouts.
2. Production equipment must be maintained in accordance with manufacturer's specifications and applicable safety and health regulations.
 - a. Scheduled preventive maintenance programs should be developed.
 - b. Periodic inspections and hazard reporting procedures should be utilized. Identified equipment defects should be repaired immediately.
 - c. Documentation of equipment inspection, repair, and maintenance procedures is recommended. In certain instances, such documentation is required by specific regulations.
3. Personal protective equipment in adequate quantity and design should be available.
 - a. Personal protective equipment should be well maintained and tested when necessary to assure effectiveness. Damaged equipment should be replaced. Information on how to obtain personal protective equipment is available from the Risk Management and Tort Defense Division, Department of Administration.
 - b. Testing or inspection of personal protective equipment should be documented.

SECTION X

COMPLIANCE WITH SAFETY LAWS AND REGULATIONS

Most safety laws and regulations were developed by regulatory agencies to prevent occupational accidents, injuries, and illness.

Daily compliance with applicable safety and health regulations will assist an agency in eliminating unsafe conditions and acts which lead to accidents. Compliance may also eliminate or reduce the adverse results of an inspection by a regulatory agency.

1. Agency management ultimately has the responsibility to assure that its operations and employees comply with governing safety and health regulations. Agency management should assign specific personnel the responsibility to determine which safety and health regulations, fire codes, driving regulations, and other related laws and regulations apply to the employer's operations.

These regulations are diverse, complex, and subject to change; therefore, they require constant attention. The Department of Labor and Industry, Employment Relations Division conducts inspections to assure compliance with OSHA and other federal and state regulations, and is usually able to provide technical assistance/training to state agencies. Agencies with questions about compliance with state and federal mandates should contact the Department of Labor and Industry, Employment Relations Division.

2. Formal, planned safety inspections and job observations should be utilized to identify conditions or procedures which may be in violation of applicable safety and health regulations.
3. For assistance, an agency may request inspection and observation assistance from safety and health personnel employed by the State Fund or the Employment Relations Division of the Department of Labor and Industry.
4. Corrective actions should be taken by agency management to eliminate identified violations of safety and health regulations.
5. Employee participation in daily hazard reporting procedures helps assure voluntary compliance on a daily basis and should be encouraged.

SECTION XI

EMERGENCY PREPAREDNESS

The ability to deal with an emergency situation in the work place is important and depends a great deal on the degree of planning and preparation which has been done prior to an actual emergency.

The following guidelines will assist agencies in planning and preparing for an emergency. When adequately prepared, the impact of an emergency on an agency's personnel and property can be greatly reduced.

1. Agency management should initially identify all emergency situations which could occur on any premises or job sites under the control of the agency and which would have the potential to compromise employee safety and health. Examples of such situations include: employee response to on-the-job injuries or illnesses, fire, hazardous chemical exposure or spill, bomb threat, earthquake, and flood.
2. Emergency procedures should be established for each potential emergency situation to establish desired employee reaction. Emergency procedures should be established to minimize employee exposure to hazardous situations and initiate prompt response to the emergency from professionally trained individuals. Assistance on emergency procedure formulation and training can be obtained from the Department of Military Affairs, Disaster & Emergency Services Division.
3. Emergency phone numbers should be posted near telephones. At remote job sites, employees must be furnished with telephone or radio communications and phone numbers of local emergency response units.
4. Materials for initial response to emergency situations should be provided and their location made known to employees. Such materials could include first aid kits, fire extinguishers, eye wash facilities, breathing apparatus, spill containment materials, and any other emergency first aid materials appropriate for agency operations.
5. Where feasible, employees should be trained on emergency procedures as well as use and location of available emergency response materials. First aid and CPR training are recommended for as many employees as possible and for at least one employee per shift at each location.

SECTION XII

LOSS CONTROL MEASURES

After an occupational injury or illness is sustained by an employee, it is important and beneficial for an agency to have developed loss control measures which can be utilized.

The following loss control measures may be successful in returning an injured worker to productivity at an accelerated, but safe, pace and reduce claim costs.

1. When possible, agency management should develop and implement an early return to work (ERTW) program. Assistance in developing an early return to work program is available from the State Fund.
 - a. Management should inventory all occupations within the agency and identify positions or tasks which can be considered light duty or non-physically demanding.
 - b. Job inventories for modified duty positions or tasks should be developed. Sample job inventory forms can be found in Appendices N.
 - c. When an injured employee is off work, management should use the previously developed job inventory to assist claims examiners, rehabilitation counselors, physicians, and physical therapists in placing the injured employee into a modified duty position when possible.
 - i) Early return to work efforts should be coordinated with the rehabilitation counselor assigned by the State Fund or the claims examiner.
 - ii) If an injured employee can return to work in a modified duty position, management should provide necessary job training and supervision.
 - iii) The employee should be closely monitored to prevent any unanticipated aggravation of the injury. Close employee monitoring may also assist the rehabilitation counselor in placing the injured employee back to work in the most productive position, preferably the pre-injury position, as soon as possible.
2. Contact with injured workers should be maintained when they are away from work for any period of time. These contacts should begin promptly after an accident and continue on a frequent and regular basis. Such contact may convey concern, improve employee morale, and assist in helping the employee with the workers' compensation system.

3. Contact should be maintained on an ongoing, positive basis with claims examiners and rehabilitation counselors. This is especially important when a policyholder has information of which the State Fund is not aware.
4. Management should be aware of the status of open claims. This can easily be done by periodically receiving a State Fund computer report for your agency, Employer Experience Report (CR 720A). The Risk Management and Tort Defense Division, Department of Administration, will obtain copies of computer loss reports from the State Fund annually as part of its loss control training and will provide each agency with a summary of meaningful trends and loss prevention strategies. Agencies who desire computer reports on a more frequent basis should contact the State Fund.

SECTION XIII

OTHER SAFETY CONSIDERATIONS

The goal of any employee safety program is to prevent occupational accidents and injuries.

An effective employee safety program directs loss prevention; however, there are several other, more subtle, less direct methods of safety that can be very effective. Prevention efforts can be enhanced by incorporating these concepts into an existing employee safety program.

1. Additional on-the-job considerations:

- a. An effective employee incentive program increases safety awareness and employee participation and creates beneficial peer pressure among employees while attaining and maintaining safety goals. Additional information on creating an agency specific employee incentive program may be obtained from the Risk Management and Tort Defense Division, Department of Administration.

The Department of Labor and Industry annually sponsors the Governor's Safety Awards Programs for small and large public entities. Agencies who demonstrate a commitment to safety are eligible for these awards. Additional information may be obtained from the Department of Labor and Industry, Employment Relations Division or RMTD, Department of Administration.

- b. Pre-shift stretching exercises help assure that employees warm up properly and safely prior to assuming their duties.

2. Additional off-the-job considerations:

- a. Off-the-job safety such as seat belt use and proper lifting techniques may be promoted through posters and handouts. Off-the-job injuries are not compensable, but they do create productivity problems and other hardships for the injured worker and agency.
- b. Employees should be encouraged to participate in "wellness" programs to assist them in identifying their health risk problems and how to cope with the problems in private life. This can include health risk assessments and information on assistance programs. Further information may be obtained from the State Personnel Division, Department of Administration.

SECTION XIV

RESOURCES

Numerous resources are available in and out of state government to assist state agencies in developing and implementing safety and other related programs.

A list of training programs, audio-visual materials, and expertise by topic and by department are provided in this section:

<u>Department</u>	<u>Contact</u>	<u>Phone #</u>
ADMINISTRATION	Risk Management & Tort Defense Division	444-2421

The Risk Management & Tort Defense Division provides general agency safety training upon request. The division maintains a library of various safety publications. Videos, early return to work programs, safety operating procedures, fleet safety programs, safety incentive programs, AIDS policy statements and numerous other training resources (e.g. manuals, posters and brochures) are available through RMTD and its contacts with PRIMA (Public Risk & Insurance Manager's Association) and the Montana/Wyoming Safety Council.

AGRICULTURE	Agricultural Sciences Division	444-2944
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The Department has the following Field and Technical Programs: State, EPA, and Industry seminars on pesticides and pesticide safety, hazardous waste (state and EPA training), Hazmat-OSHA incident response operations, Hazmat-transportation of chemicals, pesticide worker protection and safety, quality assurance/quality control pesticide incident investigation and inspections, industry seminars on anhydrous ammonia, and OJT-feed/fertilizer plants and grain elevators. The Department has the following Laboratory programs: AOAC/EPA training seminars, OSHA video tapes on laboratory safety, in house safety training, OJT-for new employees, and quality assurance/quality control analytical procedures and safety.

CORRECTIONS & HUMAN SERVICES	Director's Office	444-3900
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DCHS has established a safety program and early return to work program. These services are provided on contract through VRI (Vocational Resources Inc.).

FAMILY SERVICES	Program Support and Special Projects	444-5921
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New employee safety orientation for Child Protective Service Workers.

<u>Department</u>	<u>Contact</u>	<u>Phone#</u>
FISH, WILDLIFE, & PARKS	Conservation & Education Division	444-2535
Hunter & bow hunter education (training courses), snowmobile safety, boating safety (training/videos, and manuals), off road vehicle safety (all terrain vehicle training/videos/manuals).		
	Law Enforcement Division	444-2452
Pepper mace training (spray training).		
	Administration & Finance Division	444-1371
Water safety video (4-hour video), life saving & work place safety (CPR) video, lifting techniques video, and bloodborne pathogens video.		
HEALTH & ENVIRONMENTAL SCIENCES	Water Quality Bureau	444-2478
Hazardous waste regulation training (includes safety), water quality safety, and visible emission training.		
JUSTICE	Highway Traffic Safety	444-7411
Brochures, posters, statistical and information research on the need for adults and children to use motor vehicle safety restraints, and the need for motorcyclists and bicyclists to use helmets and other protective clothing; similar materials on the need to restrain or abstain from using alcohol and other drugs when driving.		
LABOR AND INDUSTRY	Employment Relations Division	444-6401
Consultations on state and federal occupation health & safety laws. An extensive video/film library is also provided for agency and public use. Examples of videos available: fire safety, back injury prevention, how to teach safety, managing safety, first aid, vehicle safety, hazard recognition, noise and vibration, blasting, early return to work, hiring practices, personal protective equipment, etc.		
LIVESTOCK		444-4994
Firearms training for law enforcement professionals.		

<u>Department</u>	<u>Contact</u>	<u>Phone#</u>
MILITARY AFFAIRS	Disaster & Emergency Services Division	444-6911

Training and guidance available in preparing disaster recovery plans and developing policies and procedures.

OFFICE OF PUBLIC INSTRUCTION	444-4432
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Motorcycle safety education, advanced driver education (school bus, ambulance, etc.), high school driver education (150 sites) and elementary school traffic education (bike/ped/passenger) are available.

SCHOOL FOR THE DEAF & BLIND	771-6002
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An on-campus safety program has been developed.

SOCIAL AND REHABILITATION SERVICES	Personnel Services	444-3426
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Safety manual for employees.

STATE AUDITOR	444-2006
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A sample security/loss prevention plan has been developed.

STATE FUND	Loss Prevention	444-6440
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Safety training and other consultative services. Bulletins, brochures, publications and other loss prevention guidelines to help state agencies reduce employee injury. The State Fund also provides assistance in establishing early return to work programs.

STATE LANDS	444-2074
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Wildland fire safety training, mine safety & health association training, CPR, equipment training, air safety training, oil field safety training, vehicle safety training and two-way radio course.

<u>Department</u>	<u>Contact</u>	<u>Phone#</u>
TRANSPORTATION	Organizational Development Bureau, Loss Control	444-6054

The Department of Transportation provides the following training for their personnel only: first aid, accident investigation, safety inspections, hazardous communications, hazardous material emergency response, back safety, hand safety, eye safety, fire safety, personal protective equipment, tool safety, defensive driving, blood born pathogens, hearing, machine safeguarding, and electrical safety. Audio/visual training materials are available for other agencies use.

UNIVERSITY SYSTEM	College of Technology/Billings	656-4445
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Air conditioning waste training (vehicles/for dealerships), airborne pathogens (videos).

Division of Technology/MT Tech	496-4101
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First aid, safety program, emergency responses, and CPR.

Eastern Montana College	657-2155
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Fire safety training is provided annually by the city fire department. Chemical hazardous waste provided annually by EMC Campus Security.

College of Technology/Missoula	542-6851
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Safety Instruction (by request/as needed), continuing education, driving heavy trucks.

Montana Tech	496-4114
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Training is provided in the following areas: Physical hazards, electrical safety, off-the-job safety, wellness, airborne contaminants, fire protection, chemical safety, ergonomics, lockout/tagout, confined space entry, respirators, slips, trips and falls.

Montana State University	994-2711
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Safety procedure manual (Campus Security), hazard communication and chemical hygiene training (OSHA) (video), blood born pathogens training (OSHA) (video), confined space training (OSHA) (video), lockout/tagout training (OSHA) (video), pest control training (OSHA) (video), emergency response/hazardous waste (OSHA) (video), MDOT shipping regulation training, radiation safety program (video), respirator safety training, first aid/CPR training and ergonomics training (upper extremities/lower back).

Department

Contact

Phone#

Northern Montana College

265-3733

Water quality management program, CPR (certified), industrial safety technology.

In addition to state agency resources, a number of local and private safety resources are available for agency consideration.

AMERICAN RED CROSS (HELENA)

442-0260

Classes provided on community CPR, standard first aid and community first aid, and safety.

HELENA FIRE DEPARTMENT

447-8472

Fire safety awareness and evacuation training. The fire department will come to state agencies and provide training on fire safety and the use of fire extinguishers.

APPENDICES

EMPLOYEE SAFETY ACTION PLAN

AGENCY NAME	DIVISION
RECOMMENDATIONS SUBMITTED BY:	MANAGEMENT APPROVAL BY:
DATE:	DATE:

[illegible]

APPENDIX B

(SAMPLE POLICY STATEMENT) FROM THE DIRECTOR'S OFFICE

The (Agency Name) Safety Program is required under the Montana Safety Culture Act (§39-71-1504, MCA). More importantly, it is being implemented on behalf of (agency name) employees.

Our employees are our most valuable resource, and protection of these employees will be given highest priority. In recognition of the responsibility of the (agency's name) to establish a program for the prevention of employee accidents, this safety program has been developed.

The objectives of the employee safety program are to provide to the best of our ability:

- 1. a safe working environment;**
- 2. protection of the general public; and**
- 3. reduction of costs associated with accidental losses.**

The achievement of these objectives is based upon good planning and ensuring that safety is an integral part of day-to-day operations and work procedures. This can only be accomplished if all (agency name) employees and supervisors take an active interest and participate in the safety program and abide by applicable Federal, State, local, and agency rules and regulations.

The success of our program can be measured directly by its ability to prevent unnecessary loss. An accident resulting in personal injury, property damage, or equipment loss represents needless waste. It is imperative that all employees and supervisors recognize their responsibility to prevent these losses and that they take all necessary actions to do so. Their performance in this regard will be measured along with their overall performance.

It is my earnest request that all employees of (the agency's name) devote their serious attention toward making this program an integral part of day-to-day operations.

(Director)

(Date)

APPENDIX C

SAMPLE STATEMENT OF SAFETY PROGRAM ORGANIZATION

AUTHORITY: The authority for the (agency name) Employee Safety Program is §39-71-1504, MCA and the State of Montana Employee Safety Program Guidelines.

APPLICABILITY: This program applies to all employees of the (agency name).

OBJECTIVE: The objective of the (agency name) employee safety program is conservation and preservation of state resources. An effective safety program plays a key role in reducing the high costs which the State and its public must bear to pay for losses associated with employee injury.

SAFETY PROGRAM ORGANIZATION AND RESPONSIBILITIES:

1. **DIRECTOR:** The Director of the (agency name) is ultimately responsible for minimizing losses and accidents by encouraging and supporting an agency specific safety program. To accomplish this, the Director shall:
 - a. Assure that a safety plan is developed by the (agency name) and implemented by all divisions.
 - b. Appoint a Safety Coordinator to work with the Director in implementing the safety program.
 - c. Assure that safety is an integral part of agency operations, including all agencies, boards, councils, commissions, or other instrumentalities of the agency.
 - d. Delegate necessary authority to administrative and supervisory personnel to accomplish their safety responsibilities.
2. **SAFETY COORDINATOR:** A Safety Coordinator for the (agency name) will be appointed by the Director. The Safety Coordinator will work with the Director in implementing the safety program. To accomplish this, the Safety Coordinator shall:
 - a. Work with the Risk Management and Tort Defense Division and State Compensation Insurance Fund to support and encourage a program of safety within the (agency name).
 - b. Serve as the chair person for the (agency name) Safety Committee which meets quarterly to discuss safety issues and to review losses and trends.
 - c. Measure and monitor (agency name) safety performance and evaluate trends in accidents, losses, etc. for discussion with the Safety Committee and agency management.

- d. Participate and encourage (agency name) participation in sponsored safety training programs.
 - e. Disseminate and distribute important safety and loss prevention information and Safety Committee minutes to agency managers and supervisors.
3. **SUPERVISORS AND MANAGERS:** (Agency name) supervisors and managers are a key to the effectiveness of the safety program and can be considered site managers, and as such, assume responsibility for managing their respective programs as they relate to facilities, equipment, and personnel under their control. To accomplish this, each supervisor or manager shall:
- a. Develop safe operating procedures (SOPs) commensurate with risks and the unique needs of the division or bureaus and which are consistent with the (agency name) safety program. (See State of Montana Employee Safety Guidelines, Section VIII.)
 - b. Conduct new employee safety orientation and on-the-job training, when necessary. (See State of Montana Employee Safety Guidelines, Sections IV for training information.)
 - c. Assure that work areas are observed on a regular basis in order to identify unsafe acts or conditions and that performance standards to this effect are developed by divisions. (See State of Montana Employee Safety Guidelines, Section V.)
 - d. Require staff to comply with policies and procedures and all applicable safety and health regulations. (See State of Montana Employee Safety Guidelines, Section X.)
 - e. Include safety in performance appraisals. Provide training, retraining, or discipline as necessary.
 - f. Require hazard inspections and act on results for prevention of future accidents. (See State of Montana Employee Safety Guidelines, Section V.)
 - g. Assure that accident investigations are thorough and that meaningful preventive action is taken. (See State of Montana Employee Safety Guidelines, Section VI.). Take whatever action is necessary to implement the recommendations, including temporary measures to prevent recurrence while more permanent solutions are being considered.
 - h. Assure that all losses and incidents are reported by employees and supervisors. A copy of the Accident Investigation Form should be completed by the employee, signed by the supervisor, and sent to the Safety Coordinator and Director.
 - i. Instill a positive, cooperative safety attitude in the agency.

- j. Assist with return-to-work activities. (See State of Montana Employee Safety Guidelines, Section XII.)
 - k. Assure that necessary records are kept and maintained. (See Section VII, State of Montana Employee Safety Guidelines.)
4. **EMPLOYEES:** Every employee of the (agency name) is responsible to personally maintain a "safe attitude", use common sense, and comply with all state and federal safety and health regulations and state safety policies and procedures. Employees must be made aware of their responsibilities to:
- a. Participate in the employee orientation process.
 - b. Participate in on-the-job training.
 - c. Report incidents and accidents immediately.
 - d. Assist in accident investigations.
 - e. Assist in return-to-work programs.
 - f. Use required personal protective equipment.
 - g. Maintain good housekeeping.
5. **SAFETY COMMITTEE:** The Director shall appoint a Safety Committee composed of representatives of employees and management, with management members not exceeding employee members. Employee members will serve a two-year term. The Safety Coordinator will chair the committee.
- The committee's purpose is to stimulate voluntary safety input from employees and provide management with an effective safety feedback mechanism. To accomplish this, the committee shall:
- a. Meet quarterly.
 - b. Document its activities, including preparation of meeting agendas and minutes.
 - c. Assist the (agency name) and make recommendations for:
 - i. Assessing and controlling hazards.
 - ii. Communicating with employees regarding Safety Committee activities.
 - iii. Developing safety rules, policies, and procedures.
 - iv. Keeping job-specific training current.

- v. Educating employees on safety-related topics.
- vi. Motivating employees to create a safety culture in the work place.
- vii. Evaluating the safety program on a regular basis.
- viii. Recommending safety training and awareness topics.
- ix. Reviewing incidents of work place accidents, injuries, and illnesses.
- x. Inspecting the work place.

The Director, division administrators, and other supervisors will receive committee meeting minutes and recommendations, and stay abreast of committee functions.

Suggested Safety Committee agenda items include:

- Review of pending recommendations and administrative action taken.
- Review of accident investigation reports.
- Review of inspection reports.
- Review of submitted hazard reports.
- Review of loss experience reports.
- Development and approval of recommendations to forward to administration.
- General discussion and evaluation of the department safety program and other items as indicated above.

NEW EMPLOYEE ORIENTATION AND ON-THE-JOB TRAINING

EMPLOYEE NAME _____ POSITION _____

DEPARTMENT _____ SUPERVISOR _____

STARTING DATE _____ COMPLETION DATE
OF TRAINING _____ OF TRAINING _____

<u>ORIENTATION</u>	<u>DATE</u>	<u>SUPERVISOR'S INITIALS</u>
---------------------------	--------------------	-------------------------------------

- | | | |
|--|-------|-------|
| 1) Introduction to supervisor | _____ | _____ |
| 2) Informed of supervisor's supervisor | _____ | _____ |
| 3) Facility and operations familiarization | _____ | _____ |
| 4) Review of agency's loss prevention plan | _____ | _____ |
| 5) Review of emergency medical procedures | _____ | _____ |
| 6) Review of fire fighting and evacuation procedures | _____ | _____ |
| 7) Review of probationary policy, if any | _____ | _____ |
| 8) Review of disciplinary policy, if any | _____ | _____ |
| 9) Review of general safety rules | _____ | _____ |
| 10) Review of safe operating procedures | _____ | _____ |
| 11) Review of personal protective equipment required | _____ | _____ |
| 12) Review of specific equipment to be used | _____ | _____ |
| 13) Review of specific operations | _____ | _____ |
| 14) Other _____ | _____ | _____ |

ON-THE-JOB TRAINING

Trial period with supervisor or lead worker Dates from _____ to _____

First observation	Date			
Additional Training Required?	Yes	No		Supervisor's Initials
Comments:				

Second observation	Date			
Additional follow-up necessary?	Yes	No		Supervisor's Initials
Comments:				

SELF-INSPECTION CHECKLISTS

GENERAL

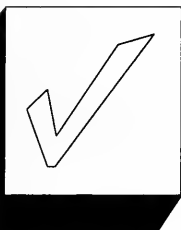
1. Have you demonstrated an active interest in safety and health matters by defining a policy for your agency and communicating it to all employees?
2. Do you have a safety committee or group that allows participation of employees in safety and health activities?
3. Does the safety committee or group meet regularly and report its activities in writing?
4. Do you provide safety and health training for all employees requiring such training, and is it documented?
5. Is one person clearly in charge of safety and health activities?
6. Do you have an action plan for emergencies?
7. Are emergency telephone numbers posted?
8. Do all employees know what to do in emergencies?
9. Do you have a procedure for handling employee complaints regarding safety and health?
10. Is at least one employee per shift trained in CPR and first-aid?

WORKPLACE

ELECTRICAL WIRING, FIXTURES AND CONTROLS

1. Are your workplace electricians familiar with the requirements of the National Electrical Code (NEC)?
2. Do you specify compliance with the NEC for all contract electrical work?
3. If you have electrical installations in hazardous dust or vapor areas, do they meet the NEC for hazardous locations?
4. Are all electrical cords strung so they do not hang on pipes, nails, hooks, etc.?
5. Is all conduit, BX cable, etc., properly attached to all supports and tightly connected to junction and outlet boxes?
6. Is there no evidence of fraying on any electrical cords?

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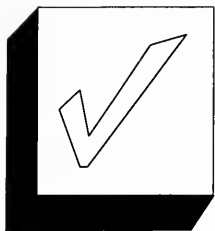


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7. Are rubber cords kept free of grease, oil and chemicals?
8. Are metallic cable and conduit systems properly grounded?
9. Are portable electric tools and appliances grounded or double insulated?
10. Are all ground connections clean and tight?
11. Are fuses and circuit breakers the right type and size for the load on each circuit?
12. Are all fuses free of "jumping" with pennies or metal strips?
13. Do switches show evidence of overheating?
14. Are switches mounted in clean, tightly closed metal boxes?
15. Are all electrical switches marked to show their purpose?
16. Are motors kept clean and free of excessive grease and oil?
17. Are motors properly maintained and provided with adequate overcurrent protection?
18. Are bearings in good condition?
19. Are portable lights equipped with proper guards?
20. Are all lamps kept free of combustible material?
21. Is your electrical system checked periodically by someone competent in the NEC?
22. Does your business have a specific lockout or tagout program?

EXITS AND ACCESS

1. Are all exits visible and unobstructed?
2. Are all exits marked with a readily visible sign that is properly illuminated?
3. Are there sufficient exits to ensure prompt escape in case of emergency?
4. Are areas with limited occupancy posted and is access/egress controlled to persons specifically authorized to be in those areas?
5. Do you take special precautions to protect employees during construction and repair operations?



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FIRE PROTECTION

1. Are portable fire extinguishers provided in adequate number and type?
2. Are fire extinguishers inspected monthly for general condition and operability and noted on the inspection tag?
3. Are fire extinguishers recharged regularly and properly noted on the inspection tag?
4. Are fire extinguishers mounted in readily accessible locations?
5. If you have interior standpipes and valves, are these inspected regularly?
6. If you have a fire alarm system, is it tested at least annually?
7. Are plant employees periodically instructed in the use of extinguishers and fire protection procedures?
8. If you have outside private fire hydrants, were they flushed within the last year and placed on a regular maintenance schedule?
9. Are fire doors and shutters in good operating condition?
10. Are fire doors and shutters unobstructed and protected against obstruction?
11. Are fusible links in place?
12. Is your local fire department well acquainted with your plant, location and specific hazards?

Automatic Sprinklers

1. Are water control valves, air and water pressures checked weekly?
2. Are control valves locked open?
3. Is maintenance of the system assigned to responsible persons or a sprinkler contractor?
4. Are sprinkler heads protected by metal guards where exposed to mechanical damage?
5. Is proper minimum clearance maintained around sprinkler heads?

HOUSEKEEPING AND GENERAL WORK ENVIRONMENT

1. Is smoking permitted in designated "safe areas" only?
2. Are NO SMOKING signs prominently posted in areas containing combustibles and flammables?



DEVELOP YOUR OWN CHECKLIST SUITED TO YOUR AGENCY'S OPERATIONS AND NEEDS

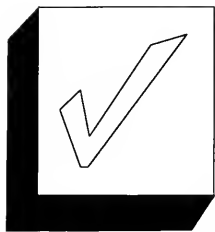
3. Are covered metal waste cans used for oily and paint soaked waste?
4. Are these waste cans emptied at least daily?
5. Are paint spray booths, dip tanks, etc., and their exhaust ducts cleaned regularly?
6. Are stand mats, platforms or similar protection provided to protect employees from wet floors in wet processes?
7. Are waste receptacles provided and are they emptied regularly?
8. Do your toilet facilities meet the requirements for the applicable sanitary codes?
9. Are washing facilities provided?
10. Are all areas of your business adequately illuminated?
11. Are floor load capabilities posted in second floors, lofts, storage areas, etc.?
12. Are floor openings provided with toe boards and railings or a floor hole cover?
13. Are stairways in good condition with standard railings provided for every flight having four or more risers?
14. Are portable wood ladders and metal ladders adequate for their purpose, in good condition and provided with secure footing?
15. If you have fixed ladders, are they adequate, in good condition and equipped with side rails, cages or special safety climbing devices, if required?

Loading Docks:

1. Are dockplates kept in serviceable condition and secured to prevent slipping?
2. Do you have means to prevent car or truck movement when dockplates are in place?

MACHINES AND EQUIPMENT

1. Are all machines or operations that expose operators or other employees to rotating parts, pinch points, flying chips, particles or sparks adequately guarded?
2. Are mechanical power transmission belts and pinch points guarded?
3. Is exposed power shafting less than seven feet from the floor guarded?

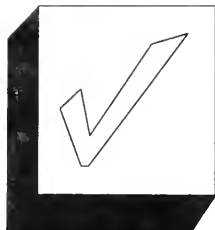


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4. Are hand tools and other equipment regularly inspected for safe condition?
5. Is compressed air used for cleaning reduced to less than 30 psi?
6. Are power saws and similar equipment provided with safety guards?
7. Are grinding wheel tool rests set to within 1/8 inch or less of the wheel?
8. Is there any system for inspecting small hand tools for burred ends, cracked handles, etc.?
9. Are compressed gas cylinders examined regularly for obvious signs of defects, deep rusting or leakage?
10. Is care used in handling and storing cylinders and valves to prevent damage?
11. Are all air receivers periodically examined, including the safety valves?
12. Are safety valves tested regularly and frequently?
13. Is there sufficient clearance from stoves, furnaces, etc., for stock, woodwork or other combustible materials?
14. Is there clearance of at least four feet in front of heating equipment involving open flames, such as gas radiant heaters and fronts of firing doors of stoves, furnaces, etc.?
15. Are all oil and gas fired devices equipped with flame failure controls that will prevent flow of fuel if pilots or main burners are not working?
16. Is there at least a two-inch clearance between chimney brickwork and all woodwork or other combustible materials?

Welding or Flame Cutting Operations:

1. Are only authorized, trained personnel permitted to use such equipment?
2. Have operators been given a copy of operating instructions, and are they required to follow them?
3. Are welding gas cylinders stored so they are not subject to damage?
4. Are valve protection caps in place on all cylinders not connected for use?
5. Are all combustible materials near the operator covered with protective shields or otherwise protected?
6. Is a fire extinguisher provided at the welding site?
7. Do operators have the proper protective clothing and equipment?



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MATERIALS

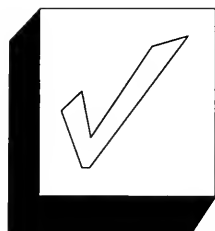
1. Are approved safety cans or other acceptable containers used for handling and dispensing flammable liquids?
2. Are all flammable liquids that are kept inside buildings stored in proper storage containers or cabinets?
3. Do you meet OSHA standards for all spray painting or dip tank operations using combustible liquids?
4. Are oxidizing chemicals stored in areas separate from all organic material except shipping bags?
5. Do you have an enforced NO SMOKING rule in areas for storage and use of hazardous materials?
6. Are NO SMOKING signs posted where needed?
7. Is ventilation equipment provided for removal of air contaminants from operations such as production grinding, buffing, spray painting and/or vapor degreasing, and is it operating properly?
8. Are protective measures in effect for operations involved with X-rays or other radiation?
9. Lift Truck Operations:

Are only trained personnel allowed to operate forklift trucks?

Is overhead protection provided on high lift rider trucks?
10. Toxic Materials:

Are all materials used in your plant checked for toxic qualities?

Have appropriate control procedures such as ventilation systems, enclosed operations, safe handling practices, proper personal protective equipment (i.e., respirators, glasses or goggles, gloves, etc.) been instituted for toxic materials?



EMPLOYEE PROTECTION

1. Is there a hospital, clinic or infirmary for medical care near your business?
2. If medical and first-aid facilities are not nearby, do you have one or more employees trained in first aid?
3. Are your first-aid supplies adequate for the type of potential injuries in your workplace?
4. Are there quick water flush facilities available where employees are exposed to corrosive materials?
5. Are approved hard hats provided and worn where any danger of falling objects exists?
6. Are protective goggles or glasses provided and worn where there is any danger of flying particles or splashing of corrosive materials?
7. Are protective gloves, aprons, shields or other means provided for protection from sharp, hot or corrosive materials?
8. Are approved respirators provided for regular or emergency use where needed?
9. Is all protective equipment maintained in a sanitary condition and readily available for use?
10. Where special equipment is needed for electrical workers, is it available?
11. When lunches are eaten on the premises, are they eaten in areas where there is no exposure to toxic materials, and away from toilet facility areas?
12. Is protection against the effects of occupational noise exposure provided when the sound levels exceed acceptable limits according to OSHA noise standards?

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SELF INSPECTION AREAS OF CONCERN

Processing, Receiving, Shipping and Storage - equipment, job planning, layout, heights, floor loads, projection of materials, materials-handling and storage methods.

Building and Grounds Conditions - floors, walls, ceilings, exits, stairs, walkways, ramps, platforms, driveways and aisles.

Housekeeping Program - waste disposal, tools, objects, materials, leakage and spillage, cleaning methods, schedules, work areas, remote areas and storage areas.

Electricity - equipment, switches, breakers, fuses, switch-boxes, junctions, special fixtures, circuits, insulation, extensions, tools, motors, grounding and NEC compliance.

Lighting - type, intensity, controls, conditions, diffusion, location, glare and shadow control.

Heating and Ventilating - type, effectiveness, temperature, humidity, controls, natural and artificial ventilation and exhausting.

Machinery - points of operation, flywheels, gears, shafts, pulleys, key ways, belts, couplings, sprockets, chains, frames, controls, lighting for tools and equipment, brakes, exhausting, feeding, oiling, adjusting, maintenance, lock out, grounding, work space, location and purchasing standards.

Personnel - training, experience, methods of checking machines before use, type clothing, personal protective equipment, use of guards, tool storage, work practices, method of cleaning, oiling or adjusting machinery.

Hand and Power Tools - purchasing standards, inspection, storage, repair, types, maintenance, grounding, use and handling.

Chemicals - storage, handling, transportation, spills, disposals, amounts used, toxicity or other harmful effects, warning signs, supervision, training, protective clothing and equipment.

Fire Protection - extinguishers, alarms, sprinklers, smoking rules, exits, personnel assigned, separation of flammable materials and dangerous operations, explosive-proof fixtures in hazardous locations and waste disposal.

Maintenance - regularity, effectiveness, training of personnel, materials and equipment used, records maintained, method of locking out machinery and general methods.

Personal Protective Equipment - type, size, maintenance, repair, storage, assignment of responsibility, purchasing methods, standards observed, training in care and use, rules of use and methods of assignment.

JOB SAFETY OBSERVATION INSTRUCTIONS

BENEFITS OF THE JOB SAFETY OBSERVATION (JSO)

The Job Safety Observation (JSO) is a feedback device. It provides excellent information of the effectiveness of training and on the adequacy of established safe job procedures. Through the JSO, unsafe practices can be identified and corrected before an accident happens. Additionally, any weaknesses taught in training relative to safe operating procedures can be revised and included in the on-the-job training (OJT) content.

Since supervisors are responsible for making sure safe operating procedures are followed on the job, they should be allowed to provide feedback to training personnel on how well training prepared employees to perform their assigned jobs.

JSO provides an effective way of determining the accuracy of the job safety analysis. In addition, implementation of a JSO program is an excellent method of assuring supervisory involvement in all training efforts.

WORKER SELECTION

All employees should be observed performing the job. The following factors should determine which employees to observe first.

- A new employee on the job.
- Employee recently trained for a new job.
- Below-average performers.
- Employees consistently involved in accidents.
- Risk takers.
- Employees with special problems.

CONDUCTING A JSO

With few exceptions, tell employees what will be taking place **PRIOR** to the personal observation. Then simply observe the employees performing in their normal operation. Make any notes on the JSO worksheet about work practices and procedures observed. Be sure not to interfere with the employee performing the job or distract him/her in any way.

RECORDING THE INFORMATION

Fill out the Job Safety Observation Worksheet describing any unsafe procedures or work practices observed. Examples of some basic types of unsafe work procedures and practices which may be observed are in the following list.

- Failure to secure equipment or materials against unexpected movement.
- Operating or working at an unsafe speed.
- Using unsafe tools and equipment.
- Using tools and equipment unsafely.
- Failure to warn or signal as required.
- Assuming an unsafe position.
- Removing or making safety devices inoperable.
- Repairing, servicing, or riding hazardous equipment.
- Failure to wear required personal protective equipment.
- Wearing unsafe personal clothing.
- Violation of known safety rules and safe job procedures.
- Engaging in other unsafe practices (not violations).
- Indulging in horseplay, practical jokes, fighting, sleeping, creating distraction, and so on.

DISCUSSING THE JSO WITH THE EMPLOYEE

After completing the JSO, review the results with your employee. Your feelings about the work habits and practices observed should be discussed informally and in a friendly manner. Do not let the discussion be one-way communication. Encourage your employee to talk and give his or her views about any problems or barriers they see in following the current operating procedures.

THE FOLLOW-UP

Follow-up the JSO as needed. In some instances, the follow-up will be often. How often follow-up is needed depends on the employee, the results of the initial observations and the job.

JOB SAFETY OBSERVATION REPORT

AGENCY _____ EMPLOYEE _____

DIVISION _____ POSTION _____

OBSERVER NAME & TITLE _____ OBSERVATION DATE _____

SPECIFIC TASK (LIST)	UNSAFE ACT(S) AND RECOMMENDED ACTION	RESPONSIBILITY	CORRECTION DATE

Observation Results and Comments

Employee Signature

Observer Signature

APPENDIX G

SAMPLE ACCIDENT INVESTIGATION & REPORTING POLICY

A thorough accident investigation is critical in determining why an accident occurred and what can be done to prevent recurrences. It is an "after the fact" process in that an accident and/or injury has already occurred. Investigations may also be considered a proactive prevention process with a goal of preventing the accident from happening again.

- Accidents generally are caused by unsafe acts or conditions. To determine the cause of accidents, it is necessary to examine the following five elements.
 1. People
 2. Machine
 3. Material
 4. Methods
 5. Environment
- Supervisors are responsible for investigating all injury or illness accidents as soon as possible after they are reported. The agency hereby adopts the forms and guidelines found in the State of Montana Employee Safety Guidelines, Section VI. These forms should be completed by the employee and supervisor and submitted to the Safety Coordinator within five business days. A copy should be sent to the Director or agency head.
- Investigation results will be documented. Results and recommendations should be reviewed by the division administrator and the Safety Committee if applicable.
- "Near miss incidents" or non-injury accidents which involve property or equipment damage should also be investigated. Actions taken to correct and eliminate "near miss incidents" will prevent more severe injury or damage accidents and are the supervisor's responsibility.
- Incidents involving students or the public should be investigated. They are not workers' compensation related, but the prevention of these incidents is important to the overall safety program.

SUPERVISOR'S ACCIDENT INVESTIGATION REPORT

AGENCY/EMPLOYEE INFORMATION

AGENCY _____ DIVISION _____ LOCATION _____
 EMPLOYEE _____ AGE _____ OCCUPATION _____
 DATE OF INJURY _____ HOUR _____ AM PM
 DATE REPORTED TO EMPLOYER _____
 LENGTH OF EMPLOYMENT _____ ON THIS JOB _____
 SHIFT _____

DESCRIPTION

1. Describe the accident. Include the machine, object or substance involved and explain exactly what the injured worker was doing.
2. What did each co-worker or witness say about the accident? (If necessary, attach additional sheets.)
3. If pain gradually occurred, how does the employee relate this problem to work?
4. Have other employees had injuries, accidents or near misses at or near this job site? If so, when, where and how are they related to this accident?

RESULT

5. Has the worker sought medical treatment? ☐ YES ☐ NO DATE _____
6. What part(s) of the body were injured? (Be specific, i.e., left knee.)

CAUSE

7. Identify the causes of this accident by checking the appropriate boxes below. Remember all causes should be identified so they can be eliminated.

ORGANIZATIONAL CAUSES

- ☐ Inadequate job training
- ☐ Failure to enforce safe job procedures
- ☐ Inadequate standards for hiring, placement and upgrading
- ☐ Lack of safe job procedures
- ☐ Lack of motivation or incentive to work safely
- ☐ Lack of adequate supervisory training

- ☐ Management disinterest in accident prevention
- ☐ Lack of competent safety staff services
- ☐ Management unawareness of safety fundamentals
- ☐ Failure to assess true accident costs
- ☐ Failure to conduct planned safety inspections
- ☐ Failure to implement adequate preventative maintenance measures
- ☐ Failure to incorporate safety standards in purchasing practices
- ☐ Failure to incorporate safety standards into the design of production facilities

ORGANIZATIONAL CAUSES (continued)

- ☐ Rapid expansion of supervisor and employee work forces
- ☐ Active antagonism between management and labor
- ☐ Drastic up and down changes in production rates

PERSONAL CONDITIONS

- ☐ Pre-existing medical conditions or impairment of worker or co-worker
- ☐ Worker's hobbies
- ☐ Worker's off the job activities
- ☐ Worker's personal problems

UNSAFE CONDITIONS

- ☐ Inadequately guarded
- ☐ Defective tools, equipment or substance
- ☐ Hazardous arrangement
- ☐ Improper illumination

UNSAFE CONDITIONS

- ☐ Improper ventilation
- ☐ Unsafe clothing
- ☐ Unsafe design or construction
- ☐ Faulty equipment
- ☐ Operating without authority
- ☐ Operating at unsafe speed
- ☐ Using unsafe equipment
- ☐ Using equipment unsafely
- ☐ Unsafe loading, placing or mixing
- ☐ Distraction, teasing or horseplay
- ☐ Failure to use personal protective devices
- ☐ Acts of another person not employed by our business

OTHER CAUSES

- ☐ Explain

8. If an unsafe act(s) was a cause of this accident, why was the unsafe act committed?
9. If an unsafe condition(s) was a cause of this accident, why did the condition exist?
10. If an organizational cause(s) was a cause of this accident, why did the cause exist?

PREVENTION

11. Complete the following table:

CORRECTIVE ACTION PROPOSED	RESPONSIBLE PERSON	TARGET DATE	ACTION TAKEN	DATE COMPLETED

CLAIMS COST CONTROL

12. Have all parts of faulty equipment, machinery or other evidence associated with this accident been preserved? ☐ Yes ☐ No - Explain
13. If the employee is filing a workers' compensation claim and you doubt the validity, specify reasons below. (Attach additional pages if necessary.)

SUPERVISOR	DATE	REVIEWING MANAGER	DATE
------------	------	-------------------	------

ACCIDENT INVESTIGATION TECHNIQUES & SKILLS

1. **Keep the purpose of the investigation in mind.**
 - a. To determine **WHO** was injured. **WHEN, WHERE** and **HOW** did it happen. **WHAT** materials or equipment were involved. **WHY** did it happen.
 - b. To reveal causes so reoccurrence can be prevented.
2. Approach the investigation with an **open mind**. (It will be obvious if you have preconceptions about the individuals involved or the facts.)
 - a. Do not attempt to place blame.
 - b. Stay away from conjecture.
3. **Promptness** will reduce possible problems.
 - a. Destruction of physical evidence (changed work site).
 - b. Forgetfulness of witnesses or victim.
 - c. Interjection of opinion or conjecture by witnesses or victim after they evaluate the accident from their perspective.
 - d. Witnesses and victim talking together and getting confused about what they **know** and what they have been told by others concerning the accident.
4. **Go to the scene.** (Just because you are familiar with the location or the victim's job, do not **assume** that things are always the same.)

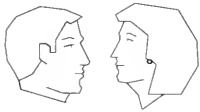


ACCIDENT INVESTIGATION TECHNIQUES & SKILLS

5. Interview the people **involved** (victim, witnesses, people involved with the process such as forklift driver, mechanic, janitor and so on.)
 - a. **Attempt** to do the interview at the site. However, some circumstances may not permit on-site interviews due to noise, lack of privacy or congestion. If on-site interviews are not possible, then use other techniques.
 - i. Combination (Look and then go somewhere else to talk)
 - ii. Photos
 - iii. Blueprints
 - iv. Sketches
 - b. **Put the person at ease.**
 - i. Explain the purpose and your role.
 - ii. **Sincerely** express concern regarding the accident and desire to prevent a similar occurrence.
 - iii. Express to the individual that the information he gives is important.
 - iv. Be friendly, understanding and **open-minded**.
 - v. Be calm and unhurried.
 - c. Interviews should be **private** and in a **neutral location**.



ACCIDENT INVESTIGATION TECHNIQUES & SKILLS



d. Let the individual talk.

i. Ask background information such as name, job, home address and so on.

ii. Ask witness to tell what happened.

DO NOT ask leading questions.

DO NOT interrupt.



DO NOT make expressions (facial or verbal) of approval or disapproval.

iii. Ask questions to clarify particular areas or to ask “**why**.” Do not put the person on the defensive.

Try to avoid “**yes**” and “**no**” questions.

iv. Ask for their suggestions.

v. Repeat the facts and sequence of events back to the person to avoid any misunderstandings.

vi. Notes should be taken very carefully and as casually as possible. Let the individual read them if he desires.

vii. Recordings should only be made with the knowledge of the witness. (Some people may be very intimidated by recorded interviews and not speak as freely.)

viii. Conduct the interview with a statement of appreciation for their contribution. Ask them to contact you if they think of anything else.

ix. Do not hesitate to reinterview.

x. Avoid reenactments of the accident if at all possible.

NEAR MISS**PROPERTY DAMAGE ONLY****FIRST AID****ACCIDENT REPORTING, INVESTIGATION AND PREVENTION**

Investigating and correcting the cause(s) of a "serious injury" accident is necessary, but investigating serious accidents is a "postmortem" investigation where someone is already badly hurt. It is essential we all become aware of and correct unsafe conditions and unsafe job operations which could cause an accident and to take action to prevent them from occurring.

There are several "early warnings" we must all be aware of, which if corrected will minimize the chance of "serious" accidents.

"EARLY WARNINGS"**"NEAR MISS ACCIDENTS"**

An incident where no employee is hurt but could have been.

"FIRST AID"

An accident where doctor's care is not required and the employee returned immediately to work.

"PROPERTY DAMAGE ONLY"

An accident in which only equipment or property is damaged but there is no personal injury.

RELATIONSHIP TO SERIOUS INJURIES**STATISTICS SHOW*****FOR EVERY***

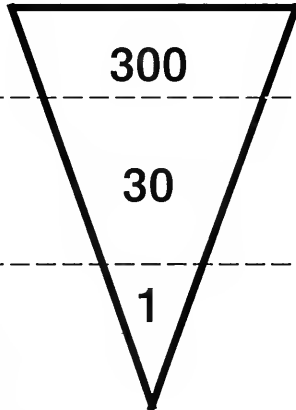
300 "Near Miss," "First Aid," or "Property Damage Only" accidents,

THERE ARE

30 injuries requiring a doctor's care

AND

1 serious injury, amputation or fatality.

**HISTORICALLY**

The attitude is almost, *"Who cares. Some accidents are part of doing business."*

Supervisors, co-workers and family are all concerned, but generally the attitude is *"Boy, it's lucky you were not hurt worse."*

Everyone is concerned how the accident happened and how to prevent similar accidents in the future.

***IT DOESN'T MAKE SENSE TO IGNORE 331 ACCIDENTS
WHEN WE CAN PREVENT THEM.***

The real difference between the very serious accident and the "near miss" is **luck, reflexes, preparation and prevention**. We can't control "luck" or "reflexes," but we can prevent accidents by paying attention to the "early warnings." We can correct the unsafe condition, safe guard dangerous equipment adequately, change job procedures to minimize employees' risk and stay alert to protect ourselves and other co-workers.

(your agency's letterhead, if available)

GENERAL SAFETY RULES

POLICY: As a basis for employee responsibilities and participation in our agency's loss prevention program, the general safety rules listed below will apply to all employees. Your cooperation in voluntarily complying with these rules and all other safety responsibilities will be appreciated and expected.

- 1) Possession of firearms on agency property or in agency vehicles is prohibited.
- 2) The use or possession of alcohol, drugs or other controlled substances on the job is prohibited.
- 3) Report all injury accidents to your supervisor **immediately**. Also report all other accidents and near misses to your supervisor.
- 4) Report unsafe conditions, procedures and acts to your supervisor **immediately**.
- 5) Each employee is responsible for good housekeeping. Keep your work area in a clean, uncluttered state. Do not walk by a situation of poor housekeeping if it can be easily corrected or needs immediate attention such as spills on floors, ice on steps and so on.
- 6) Obey all warning tags and signs. They are there because hazards exist.
- 7) No employee should take chances on the job which could endanger their personal safety and health or the safety and health of co-workers.
- 8) If an established job procedure must be deviated from, supervisory approval must be obtained and an alternative, temporary job procedure must be agreed upon. This alternative job procedure must not create any new or additional hazards or unnecessarily expose employees to hazards.
- 9) If you are unsure of your job procedures, do not take chances. Ask your supervisor for instructions or training.
- 10) Do not operate machinery or use tools you are not qualified to use.
- 11) Do not enter hazardous areas you are not authorized to enter.
- 12) Use all personal protective equipment and devices required and provided.
- 13) Become familiar with and conduct your work activities in accordance with these general safety rules and other specific safe operating procedures which are applicable.
- 14) Above all be **ALERT** and be **RESPONSIBLE!** Your safety and health depends on it.

HIGH RISK JOB LIST WORKSHEET

AGENCY		AGENCY SUPERVISOR	
OCCUPATIONS AND JOBS	PRIORITY	REMARKS (notes)	
OCCUPATION:			
JOBS: 1			
2			
3			
4			
5			
6			
7			
OCCUPATION:			
JOBS: 1			
2			
3			
4			
5			
6			
7			
OCCUPATION:			
JOBS: 1			
2			
3			
4			
5			
6			
7			
OCCUPATION:			
JOBS: 1			
2			
3			
4			
5			
6			
7			

[illegible]

Job Safety Analysis Worksheet

Title of Job Operation Tire Repairman Date 01/21/91 No. 11
 Position of Title of Person Who Does Job Tire Serviceman
 Building 4 Employee Observed Gomer Pyle
 Agency Maintenance Analysis Made By Andy Taylor
 Section Vehicle Repair Supervisor
 Analysis Approved By Sally Goodyear
 Title Department Manager

Sequence of Basic Job Steps	Potential Accidents or Hazards	Recommended Safe Job Procedure
Inspect Wheels	Wheel/rim parts separation	Remain outside wheel trajectory
Raise vehicle	Vehicle move or fall or jack slip	Inspect rack, place on flat surface, block wheels on ground crib/block vehicle
Remove wheel	Rim parts separate, tire explode, strain back	Inspect wheel and tire, deflate tire, use safe lifting techniques
Dissemble wheel	Rim parts separation	Check manufacturer's guide, check valve for total deflation
	Metal particles in eyes	Use proper tool, wear eye protection
Inspect/clean parts	Dirt in eyes, cut fingers	Wear eye protection, inspect as you clean
Reassemble wheel	Metal particles in eyes	Eye protection, use proper tools (not steel)
Reinflate wheel	Rim parts separation	Check manufacturer's guide to tire/wheel size, use safety cage and clip on air chuck
Remove crib/block	Vehicle falling	Check position of jacks
Lower vehicle	Vehicle falling	Inspect jacks, check for vehicle lean

1 Struck By (SB) 3 Contact By (CB) 5 Caught On (CO) 7 Caught Between (CB) 9 Fall To Below (FB) 11 Exposure (E)
 2 Struck Against (SA) 4 Contact With (CW) 6 Caught In (CI) 8 Foot Level Fall (FLF) 10 Over Exertion (OE)

YOUR AGENCY'S NAME & LOGO
ADDRESS
CITY, STATE ZIP
SAFETY DIRECTOR'S NAME

JOB INVENTORY

MAIL ROOM DATE

WORKER'S NAME

STATE FUND CLAIM NO.

EMPLOYER

DATE

OCCUPATION

NATURE OF BUSINESS

REHIRE? YES NO

JOB MODIFICATION? YES NO PHYSICIAN APPROVAL

PART TIME WORK? YES NO

SEASONAL? YES NO YES NO

SITTING 1 2 3 4 5 6 7 8 HOURS

WALKING 1 2 3 4 5 6 7 8 HOURS

STANDING 1 2 3 4 5 6 7 8 HOURS

TERRAIN:

SURFACE:

KEY: S = SELDOM (Less than 1 hour) O = OCCASIONALLY (1 hour to 2 1/2 hours)

F = FREQUENTLY (3 to 5 hours) C = CONTINUOUSLY (5 1/2 to 8 hours)

ACTIVITY 0 - 10 LBS. 11 - 24 LBS. 25 - 34 LBS. 35 - 50 LBS. 51 - 74 LBS. 75 - 100 LBS.

LIFTING

KNEE HIGH

LIFTING

WAIST HIGH

LIFTING

OVERHEAD

BENDING _____ SQUATTING _____ CRAWLING _____ CLIMBING _____ KNEELING _____

REACHING ABOVE SHOULDER HEIGHT _____ PUSHING _____ PULLING _____

YES

NO

SIMPLE GRASPING

FIRM GRASPING

FINE MANIPULATION

REQUIRED TO WORK OUTDOORS? YES NO

SUMMER? YES NO

WINTER? YES NO

FUMES (from)

DUST (from)

GASES (from)

NOISE, VIBRATIONS (from)

MACHINES, TOOLS AND EQUIPMENT USED ON THE JOB SITE

PROTECTIVE EQUIPMENT

EDUCATION/TRAINING

PHYSICAL DEMANDS

DEXTERITY

ENVIRONMENTAL CONDITIONS

BRIEF JOB DESCRIPTION

YOUR AGENCY'S NAME & LOGO ADDRESS CITY, STATE ZIP SAFETY DIRECTOR'S NAME					JOB INVENTORY					MAIL ROOM DATE	
WORKER'S NAME <i>John Greenjeans</i>							STATE FUND CLAIM NO. <i>None</i>				
EMPLOYER <i>South Forty Ranch</i>							DATE <i>10/1/91</i>				
OCCUPATION <i>Farm Worker-Tractor Operator</i>							NATURE OF BUSINESS <i>Ranching</i>				
REHIRE?		YES <input checked="" type="checkbox"/> NO		JOB MODIFICATION?		YES <input checked="" type="checkbox"/> NO		PHYSICIAN APPROVAL			
PART TIME WORK?		YES <input checked="" type="checkbox"/> NO		SEASONAL?		YES <input checked="" type="checkbox"/> NO		YES NO			
PHYSICAL DEMANDS	SITTING	1	2	3	4	<input checked="" type="checkbox"/> 5	6	7	8	HOURS	
	WALKING	1	2	<input checked="" type="checkbox"/> 3	4	5	6	7	8	HOURS	
	STANDING	1	<input checked="" type="checkbox"/> 2	3	4	5	6	7	8	HOURS	
	TERRAIN: <i>Level and unlevel ground</i>										
	SURFACE: <i>Sage brush, wet, muddy</i>										
	KEY: S = SELDOM (Less than 1 hour) O = OCCASIONALLY (1 hour to 2 1/2 hours) F = FREQUENTLY (3 to 5 hours) C = CONTINUOUSLY (5 1/2 to 8 hours)										
	ACTIVITY	0 - 10 LBS.		11 - 24 LBS.		25 - 34 LBS.		35 - 50 LBS.		51 - 74 LBS. 75 - 100 LBS.	
	LIFTING KNEE HIGH										<i>O</i>
	LIFTING WAIST HIGH										<i>F</i>
	LIFTING OVERHEAD										<i>O</i>
BENDING <i>F</i>		SQUATTING <i>O</i>		CRAWLING <i>O</i>		CLIMBING <i>O</i>		KNEELING <i>O</i>			
REACHING ABOVE SHOULDER HEIGHT <i>O</i>		PUSHING <i>O</i>		PULLING <i>O</i>							
DEXTERITY									YES	NO	
	SIMPLE GRASPING								<input checked="" type="checkbox"/>		
	FIRM GRASPING								<input checked="" type="checkbox"/>		
	FINE MANIPULATION									<input checked="" type="checkbox"/>	
ENVIRONMENTAL CONDITIONS	REQUIRED TO WORK OUTDOORS?		YES <input checked="" type="checkbox"/> NO								
	SUMMER?		YES <input checked="" type="checkbox"/> NO		WINTER?		YES <input checked="" type="checkbox"/> NO				
	FUMES (from)		<i>Oil</i>		DUST (from)		<i>Dirt</i>				
	GASES (from)		<i>Diesel/gas</i>		NOISE, VIBRATIONS (from)		<i>Tractor noise & vibration</i>				
	MACHINES, TOOLS AND EQUIPMENT USED ON THE JOB SITE										
	<i>Hand tools, tool bar, air compressor, CASE 4WD 4490 and International tractors</i>										
	PROTECTIVE EQUIPMENT		<i>Leather gloves</i>								
BRIEF JOB DESCRIPTION	<i>Part-time seasonal (4-6 months) farm worker-tractor operator. Duties primarily driving farm tractor up to 8-14 hours per day, driving harvest (seasonal) tractor. Ride is rough as to needs to farm, plow and bale over rough terrain at times.</i>										
	EDUCATION/TRAINING		<i>Previous farming work experience; GED preferred</i>								